changecatalyst

Empowering inclusive innovation

Creating Inclusive Tech Hubs Part 2
Measurement and Accountability Guide

Sponsored by
Women Techmakers

Measurement and Accountability Guide

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About This Series

"Creating Inclusive Tech Hubs" is a six-part series focused on helping tech hub leaders develop more inclusive cultures, programs and spaces. The series, which includes six easy-to-follow videos plus corresponding resources, provides a comprehensive guide to help you implement the recommended strategies at local tech hubs around the world.

Welcome to Part 2 of this series: "Measurement and Accountability," providing advice, tools and actionable steps for tech hubs to lead on inclusion. After you review these materials, be sure to check out the other installments in this "Creating Inclusive Tech Hubs" series:

1. Inclusive Tech Hubs: the Key to Future Innovation
2. **Measurement & Accountability**
3. The Role of Leadership in Diversity and Inclusion
4. Creating An Inclusive Culture
5. Expanding Your Diversity Goals Through External Programs
6. Creating Inclusive Physical Spaces

This toolkit series is created by Change Catalyst and sponsored by Women Techmakers. Change Catalyst empowers inclusive & sustainable innovation globally through Startup Ecosystem and Tech Inclusion Programs. Women Techmakers is Google's global program that provides visibility, community and resources for women in technology.

Overview: Measure What Matters

Measure what matters. If you don't measure the right things, it's tough to know what to improve.

To create an inclusive tech company, organization or hub, the first step is to establish a baseline so you can understand the current state of diversity and inclusion. This requires creating a method for data collection, deploying it and analyzing the results.

Creating a Safe Climate for Sharing

As you begin, establish a safe environment for feedback and ideas by enlisting your internal staff and leadership to share ownership and accountability.

☐ **Communicate the why from the top** - Ensure the leadership of your company, organization or hub communicates to everyone that inclusion is a key priority, including why it's important to leadership and the company's future. Let everyone know you are looking for their input to truly improve the diversity and inclusion of your hub.

- ☐ **Use inclusive innovation techniques** - Maximize input from people with different communication styles and abilities by creating multiple means for contribution and collaboration. For instance, create a space for written input, 1:1 verbal interviews and group brainstorming. Reach out directly to the people who don't often speak up. Anchor conversations with shared purpose and balance input by using a method of measurement to ensure everyone is involved and has a voice.
- ☐ **Set a tone of empathy** - Be proactive in cultivating dialogue and active listening, ensuring everyone's feelings and ideas are valid, will be taken into account and will be held confidential. Empower everyone with ownership in creating and maintaining a safe and empathic environment for sharing.

Measuring Diversity

Data around diversity depends on where you live - it may include gender, race, ethnicity, class, ability, religious beliefs, geographic origin, sexual orientation, age, socioeconomic background and people who are veterans and those formerly incarcerated.

See Open Diversity Data for a listing of U.S. tech companies who have published their diversity data and how and what they are measuring. However, we do suggest measuring more thoroughly than most of these tech companies if local laws allow. (Be sure to research the law in your country, particularly regarding race, ethnicity and religion.)

Below is how Change Catalyst measures diversity in the United States. Please feel free to adapt this survey to your own community.

Sample survey

Please help us better understand the diversity of our community by responding to the following brief demographic questions. We will only use this data in aggregate form to help us benchmark our diversity.

1. What is your preferred pronoun?
   a. she/he
   b. him/her
   c. they/them
   d. ze/hir
   e. Other (please explain): _____

2. What race & ethnicity do you identify with? (You may circle more than one.)
   a. Indigenous or Native American
   b. Native Hawaiian or Pacific Islander
   c. Middle Eastern, North African or Arab-American
   d. Black or African-American
   e. Latinx or Hispanic
   f. Asian or Asian-American
   g. White, Anglo or European-American
   h. Other (please explain): _____

3. Which of the following applies to you? (Please circle all that apply.)
   a. Served or serving in the Armed Forces (US or global)
   b. Lesbian, Gay, Bisexual, Transgender, Queer, Intersex androgynous and/ or Asexual (LGBTQIA)
   c. Person with a disability (Visible or invisible)
   d. Person living on a low income[1]
   e. Other (please explain): _____
   f. None of the above

4. What is your age?
   a. Under 18
   b. 18-24
   c. 25-34
   d. 35-44
   e. 45-54
   f. 55-64
   g. 65-74
   h. Over 75

Measuring Inclusion

Data around inclusion involves retention, turnover, safety, comfort, belonging, engagement, support, access and opportunity for growth. These are more qualitative questions, some of which you may already be tracking with employee engagement surveys. If you already have an employee engagement survey, you'll need to decide as a team if you want to add a few more questions to your employee engagement survey or deploy a new inclusion survey in addition.

There are a few "inclusion surveys" available for free online:

● Culture Amp Inclusion Survey
● Society for Human Resource Management Diversity Survey (login required)

Measuring diversity and inclusion can be difficult and personal. Ensure that you are building trust with your community by being transparent about why you're measuring this data. Your community must trust you with the data.

Who, What and How Do You Measure?

When we look at tech, there are generally three components of your culture that you need to measure:

☐ Internal staff and leadership
☐ Partners and/or customers
☐ Sourcing and supply chain

Across each of these components, we recommend an accessibility and inclusion audit of all platforms:

An **accessibility audit** assesses your campus, offices, websites, software and hardware products for how accessible they are to people who are blind, visually impaired, deaf and/or hard of hearing. You may also include people who have cognitive or intellectual disabilities, conditions such as dyslexia, color vision deficiency, etc. – as well as people who may not speak English as their first language. An accessibility audit can be performed by an expert in accessibility.

An **inclusion audit** assesses the language and images you use to be sure they are sensitive to diverse people and can be performed by an expert in inclusive design and storytelling. The audit should look at the demographics of your community as well as feelings of safety and belonging. It is important to include diverse photos on your website and in your office spaces, as well as other marketing materials. Ideally these should be authentic photos from your community. Ask several diverse people to review slides, photos and similar visual materials to make sure imagery is unlikely to accidentally offend someone.

Once you have your baseline data, you can begin to establish some goals for creating change. It is key to define your desired outcomes at the start, so you have an effective benchmark to measure if your inclusion efforts are achieving your goals.

See the templates later in this guide (also listed below) for details on how to benchmark inclusion and accessibility:

• Website Inclusion & Accessibility Audit
• Physical Space Inclusion & Accessibility Audit
• Measuring Partner & Supplier Diversity
• Performance Review Template

Holding Ourselves Accountable For Inclusion

From top-down to bottom-up, everyone in your community must play an active role and be held accountable for inclusion.

☐ Make sure you have a **code of conduct or harassment policy** clearly stated and easy to find. You'll also need to make sure you enforce this policy. This will help people feel safe.

☐ Develop an annual **strategic inclusion plan** across the organization. Set goals and outcomes you hope to achieve and develop processes together to achieve them.

☐ Each team and individual needs to establish their own **stretch goals** around inclusion. Consider tying these goals to performance reviews to hold each person accountable.

☐ Create an **inclusion advisory group** to continuously measure, advocate for and maintain culture change around inclusion. This is a good way to enroll people in your group or organization that care about this work.

☐ Measure and publish your goals, being transparent about what is working and not working and **tell your ongoing story of change**.

☐ Cultivate inclusivity within your community through the use **of inclusive language**.

See Part 3: "The Role of Leadership in Diversity and Inclusion" and Part 4: "Creating an Inclusive Culture" of this toolkit for more information.

Website Inclusion & Accessibility Audit

It is important to include diverse photos on your website and in your office spaces, as well as other marketing materials. Ideally these should be authentic photos from your community. Ask several diverse people to review slides, photos and similar visual materials to make sure imagery is unlikely to accidentally offend someone. Just as important, your websites should be accessible for people who are blind, visually impaired, deaf, hard of hearing, have cognitive disabilities, dyslexia and/or color vision deficiency – as well as people who may not speak English as their first language.

Website Audit - General Checklist

☐ Use language and photos that are fully inclusive (See "Part 4: Creating an Inclusive Culture" of this toolkit for detailed information).

☐ Use short paragraphs and bullets as well as clear, simple language: the clearest and simplest language appropriate.

☐ Provide a text equivalent for every non-text element (e.g., via "alt", "longdesc", or in element content). This includes: images, graphics, animations, graphic buttons or bullets, audio files, videos and their audio tracks and data table row and column headers.

☐ All information conveyed with color is also understandable without color. Foreground and background color combinations should provide sufficient contrast, for example.

☐ Provide translated versions of your website into other languages as appropriate for your audience.

☐ Ensure your Code of Conduct and Harassment Policy is clearly stated and enforced on all online platforms (website, social media pages, etc.).

☐ On the front page of your website, let people know who to contact if they have accessibility questions or concerns.

☐ Consider measuring and publishing your diversity and inclusion goals on your blog, showing your ongoing story of change.

☐ For more information to pass on to your developer(s), check out this Web Accessibility Checklist, Design Suggestions and Google's Resources for Developers and Publishers.

Physical Space Inclusion & Accessibility Audit

Physical Space Checklist

☐ Ask your inclusion advisory group to provide input around creating an environment that invites everyone to be themselves and productive:
  ☐ paintings on the wall
  ☐ furniture
  ☐ carpet and walls
  ☐ signage

☐ Assess design through the lens of gender, race, ethnicity, class, ability, religious beliefs, geographic origin, sexual orientation, age, socioeconomic background and people who are veterans and those formerly incarcerated.

☐ Clearly state and publicly post your Code of Conduct and create a structure for enforcement

☐ Ensure restrooms are gender-inclusive or gender-neutral

☐ Offer a prayer / meditation room for individuals to have a safe space to practice

☐ Provide a safe, quiet, clean and private space for breastfeeding mothers (Mother's Room)

☐ Research and/or provide childcare opportunities for community parents and/or offer childcare reimbursement

- ☐ Ensure all cafe, vending and catered foods address community needs (vegetarian, vegan, Halal, Kosher, dairy free and gluten free)
- ☐ Survey your community often for ongoing dietary needs
- ☐ Make sure your location is in close proximity to public transit or offer alternative transportation options for people who need them
    - ☐ Provide clear instructions on your website for reaching the hub via public transportation
    - ☐ Confirm there are accessible parking stalls near the entrance to the building
- ☐ Make directional signage accessible for people who are blind or mobility impaired
- ☐ Ensure all entrances, hallways, restrooms and kitchens are accessible. Please see the Americans with Disability Act (ADA) "Checklist for Existing Facilities" for a detailed checklist of solutions
- ☐ Be sure all events are accessible – Please see the Change Catalyst Creating Inclusive Events Toolkit for further details

Measuring Partner and Supplier Diversity

Creating opportunities for businesses that are owned by individuals from underrepresented populations broadens their market and network access and helps correct historic biases and discrimination in our industries. Below are some recommended steps:

- ☐ Develop a Supplier Policy that prioritizes suppliers owned by people from underrepresented backgrounds.
- ☐ Collect information about the ownership of your current suppliers through a supplier survey and/or supplier interviews. During this process, include a screen for third party certifications for ownership by women, minorities, veterans and people with disabilities, such as: B Lab, Women's Business Enterprise National Council, National Women Business Owners Corporation, National Minority Supplier Development Council, National Veteran-Owned Business Association, National Gay and Lesbian Chamber of Commerce, US Business Leadership Network, Minority Supplier Development United Kingdom, WEConnect International and THOMASNET.
- ☐ Analyze your supplier data and develop a plan and timeline to incorporate new suppliers who meet your criteria.
- ☐ Consider creating a Supplier Checklist for all employees engaging with suppliers and hold employees accountable to using the checklist. Create an internal database of diverse suppliers and resources to find them.

For more information about developing a Supplier Diversity Program, see Part 5: Expanding Your Diversity Goals Through External Programs" of this toolkit.

Performance Reviews

Working towards inclusion takes everyone's leadership. You can help to ensure that everyone demonstrates and articulates a commitment to diversity and inclusion by setting clear expectations for your team and providing mechanisms for feedback. Below is a sample Performance Review that includes an individual's contribution to a diverse and inclusive culture. Performance Reviews are best utilized when done annually (with annual comparison tracking) and include an 1:1 in person discussion, debrief and development of performance objectives for improvement. This Review is created for a manager or executive, but can be adapted for many positions.

Sample Performance Review

In keeping with our goal to continuously improve, we are asking for your candid feedback on the performance of your colleague this past year. A summary of all feedback received will be prepared for each individual so that he or she can use the feedback to learn and develop. Your individual feedback will be averaged into all the responses received in order to protect your anonymity and ensure that the results your colleague receives are completely confidential.

Thank you for your contribution to this very important process.

Name of Colleague/Manager:

Completed by (optional):

Date:

Instructions	Rate 1-6
Using the following rating scale, please write the number that best reflects how you rate your colleague's performance during the past year.	
Rating Scale	
1=Unacceptable	
2=Needs improvement	
3=Meets standard	
4=Exceeds standard	
5=Outstanding	
6=Have not experienced or observed	

Valuing Behaviors	Rate 1-6
Seeks input from all team members	
Shows genuine concern for team members	
Measures results instead of individual styles	
Maintains a balance between "people" issues and "business" issues	
Keeps the focus on fixing problems rather than finding someone to blame	
Treats people fairly, without showing favoritism	
Cares about me	
Protects confidentiality	
Recognizes and rewards my individual contributions in a manner meaningful to me	

Interdependence Behaviors	Rate 1-6
Supports a team environment by recognizing and rewarding collaboration, cooperation and activities contributing to others' success	
Recognizes and rewards team-supportive actions and behaviors	
Recognizes and supports the work of other departments	
Doesn't criticize those who are not present	
Considers the impact of actions and decisions on other departments before implementing	

Communication Behaviors	Rate 1-6
Encourages others to express different ideas and perspectives	
Is open to other perspectives and is willing to change his/her position when presented with compelling information	
Open to negative and/or constructive feedback	
Keeps me informed on status of my work and updates in the organization	
Gives open and constructive feedback	
Effectively deals with conflict	
Lets me know how I am doing	
Involves me in decision making when appropriate	
Sets a clear direction for our department	

Inclusive Behaviors	Rate 1-6
Ensures that team and community activities are inclusive	
Seeks input/feedback from diverse individuals and groups, including internal/external customers and those with differing viewpoints	
Treats everyone with respect and fairness	
Provides a welcoming environment for people from underrepresented groups	
Actively creates leadership pathways for all individuals	
Approaches me with compassion, always leads with empathy	

Leadership Behaviors	Rate 1-6
Encourages and embraces change by challenging status quo	
Provides cross-functional development opportunities for team members	
Encourages and supports my involvement in training and development activities and events	
Encourages and supports my involvement in community activities and events	
Encourages and supports my involvement in company activities and events	
Actions and behaviors are consistent with words	
Is trustworthy	
Is a role model for continuous improvement	
Uses a coaching management style, rather than an authoritarian management style	
Supports me, helps me achieve results	
Supports a customer service approach for both internal and external customers	
Deals with issues that need to be addressed	
Provides a clear sense of purpose and direction, roles and responsibilities, for me individually and for our group team members	

General Feedback

Type or print your answers, add additional pages if needed. Please be as specific as possible by including examples.

What activities, behavior, feedback or coaching would you like your colleague to stop doing? Please explain.

List and briefly describe examples of the behavior, activities, feedback or coaching your colleague has provided that makes your job and work environment more enjoyable and meaningful to you.

Please provide comments that you feel will be meaningful for your colleague to sustain or improve their effectiveness.

Code of Conduct Template

In an inclusive community, your Code of Conduct is your law of the land that signals accountability and that you value and care about the wellbeing of your community. Display your Code of Conduct in central areas accessible to everyone. It should be on your website as well as a physical space if you have one.

Provide responsible ways for your community to report any behavior that doesn't align with your Code of Conduct. Include your legal team and inclusion community on the process of creating disciplinary methods and feedback channels if anyone gets out of line. The Code of Conduct is your enforcer, a tool to convey what you care about and serves to communicate your organization's values.

The following is Change Catalyst's Code of Conduct, adapted from the open source Conference Code of Conduct. Please adapt it for your tech hub.

Change Catalyst Code of Conduct

All attendees, speakers, sponsors and volunteers at our conference are required to agree with the following code of conduct. Organizers will enforce this code throughout the event. We are expecting cooperation from all participants to help ensuring a safe environment for everybody. Be excellent with each other, show empathy, help make this a safe space to explore tangible, equitable solutions.

Sample: General Code of Conduct (The Quick Version)

Use this short form Code of Conduct if you want a quick version to print up and post or you have limited space. Be sure to customize this to fit your community and needs:

Our conference is dedicated to providing a harassment-free conference experience for everyone, regardless of gender, race, ethnicity, class, ability, religious beliefs, geographic origin, sexual orientation, age, socioeconomic background, physical appearance, body size or for people who are veterans and those formerly incarcerated. We do not tolerate harassment of conference participants in any form. Sexual language and imagery is not appropriate for any conference venue, including talks, workshops, parties, Twitter and other online media. Conference participants violating these rules may be sanctioned or expelled from the conference without a refund at the discretion of the conference organizers.

Sample: Detailed Code of Conduct (The Less Quick Version)

Use this more detailed Code of Conduct as a reference if you want a more thorough code of conduct to post on your website or outline your policy more specifically. Be sure to customize to fit your community and needs:

Harassment includes offensive verbal comments related to gender, race, ethnicity, class, ability, religious beliefs, veteran status, geographic origin, sexual orientation, age, socioeconomic background, physical appearance, body size, sexual images in public spaces, deliberate intimidation, stalking, following, harassing photography or recording, sustained disruption of talks or other events, inappropriate physical contact and unwelcome sexual attention.

Participants asked to stop any harassing behavior are expected to comply immediately.
Sponsors are also subject to the anti-harassment policy. In particular, sponsors should not use sexualized images, activities, or other material. Booth staff (including volunteers) should not use sexualized clothing/uniforms/costumes, or otherwise create a sexualized environment.

If a participant engages in harassing behavior, the conference organizers may take any action they deem appropriate, including warning the offender or expulsion from the conference with no refund.

If you are being harassed, notice that someone else is being harassed, or have any other concerns, please contact a member of conference staff immediately. Conference staff can be identified as they'll be wearing branded t-shirts.

Conference staff will be happy to help participants contact venue security or local law enforcement, provide escorts, or otherwise assist those experiencing harassment to feel safe for the duration of the conference. We value your attendance.

We expect participants to follow these rules at conference and workshop venues and conference-related social events.

Harassment Policy

In developing a harassment policy, we recommend working with your legal and human resources team to develop one that works for your own culture. Make sure this policy protects against all types of harassment – including gender, race, ethnicity, class, ability, religious beliefs, marital status, geographic origin, sexual orientation, age, socioeconomic background and also protects veterans and people formerly incarcerated.

Here are a few examples:

- ☐ [US Equal Employment Opportunity Commission's definition of Harassment](#)
- ☐ [Society for Human Resource Management Anti-harassment Policy and Complaint Procedure](#)
- ☐ [State of Wisconsin Department of Workforce Development Sample Harassment Policy](#)

Next Steps Checklist

- ☐ Create an Inclusion Advisory Group.
- ☐ Create and publish a Code of Conduct and/or Harassment Policy.
- ☐ Measure what matters:
    - ☐ Measure and analyze your diversity data.
    - ☐ Create, implement and analyze an Inclusion Survey.
- ☐ Conduct an Inclusion Audit of your websites and physical spaces.
- ☐ Conduct an Accessibility Audit of your websites and physical spaces.
- ☐ Conduct a Supplier Diversity Survey.
- ☐ Develop an annual Strategic Inclusion Plan across the organization.
- ☐ Have each individual and team establish inclusion goals.
- ☐ Incorporate inclusion goals into performance reviews.
- ☐ Publish your diversity and inclusion goals and tell your ongoing story of change.

Action Plan

Fill out the chart below to get started on creating change in your organization!

For more information about how to develop an Inclusive Action Plan, watch the video and review the recommendations in Part 4: "Creating an Inclusive Culture" of this toolkit.

Overall Goal				
Desired Outcome	Action Steps	Resources Needed	Project Timeline	Measurable Progress
1.				
2.				
3.				

Additional Resources

Take your diversity and inclusion work to the next level by exploring the other 5 parts of this series. Each part of this series also includes resources and further reading like the links below. (Note that some resources require logins.)

- Change Catalyst Video Library
- Society of Human Resource Management: Diversity & Inclusion Resources.
- Double Union: "Open Diversity Data" – Diversity metrics shared by tech companies.
- Roscoe Balter: "What Diversity Metrics are Best Used to Track And Improve Employee Diversity?" Cornell University ILR Collection, 2014.
- Bronwen Clune: "Inclusion Survey," Culture Amp & Paradigm.
- "Diversity Survey," Society for Human Resource Management, 2014.
- Karwai Pun: "Dos and don'ts on Designing For Accessibility," Gov.UK Accessibility, 2016.
- "Checklist For Existing Facilities," American Disability Act Compliance Materials, 1995.
- The A11Y Project: "Web Accessibility Checklist," 2017.
- "The Language of Identity," University of Missouri, Inclusion Diversity & Equity.

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